

2002 LEGISLATIVE RESULTS BENEFIT STATE EMPLOYEES

BY TROY A. EID
EXECUTIVE DIRECTOR, DPA

Editor's Note: The followig was sent to all state employees on May 28, 2002.

Dear Colleagues,

Despite several early predictions to the contrary, the recently completed 2002 legislative session of the Colorado General Assembly was, on balance, one of the most positive sessions for Colorado state employees in recent memory. Yet this session was not without its disappointments, and much more remains to be done. I'm writing now to let you know what we achieved; where we fell short; and what remains to be done to help ensure the needs of our workforce.

Salary Survey: Fully Funded With No Reductions or Delays

You already know that taxpayer revenues collected by state government are down this year by about \$1 billion from last year. This shortfall put pressure on lawmakers to prioritize in all budget areas, including those affecting Colorado state employees.

Fortunately, thanks to the leadership of Governor Owens, DPA and legislative leaders from both political parties, DPA's salary survey was fully funded (approximately \$65 million total) for FY '02-'03 with *no* Please see **LEGISLATURE**, p. 2

The STAR Award Luncheon was well attended by Central Services. From left to right: Frank Lombardi, Linda Summers, Bill Taylor, Rick Malinowski, and Rick's wife Pat. ▶▶▶



◀◀◀ Leroy Williams offered the invocation.

Troy and Rick were all smiles after Rick was presented with the Manager of the Year Award. ▶▶▶



◀◀◀ Brian Burnett of CCHE and Troy during the pledge of allegiance.

2002 Total Compensation Survey Salary Recommendations

| Occupational Group | Percent Change |
|----------------------------------|----------------|
| Administrative Support | 5.8 |
| Enforcement/Protective Services | 4.2 |
| Trooper Subgroup | 3.2 |
| Financial Services | 5.6 |
| Health Care Services | 6.1 |
| Labor/Trades and Crafts | 4.8 |
| Medical | 6.1 |
| Physical Science and Engineering | 5.2 |
| Professional Services/Management | 4.1 |
| Senior Executive Service | 4.1 |
| Teacher | 3.5 |

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reductions or delays. This was no small achievement under the circumstances, and every state employee who got involved with the issue deserves credit for this success.

Pay for Performance: Payouts Begin July 1st

After 25 years of planning, and at least five years' delay, Pay for Performance (P4P) payouts will finally begin this July 1st. Governor Owens, the legislative Joint Budget Committee (JBC), and DPA's Human Resources Division deserve credit for proceeding with this important program.

As funded by the JBC for FY '02-'03, the P4P "pot" of money is just over 60 percent of the dollars that used to be paid to state employees in the form of automatic anniversary increases. This reduction in the funding that Governor Owens and I requested is disappointing. The earlier P4P law was supposed to be "revenue-neutral" from the old anniversary pot. Instead, only about \$9 million was appropriated by the Legislature instead of the \$15 million that would have been revenue-neutral.

Fortunately, the \$9 million that was appropriated for P4P is in addition to the \$65 million earmarked for salary survey. This makes for a total of nearly \$75 million in increased employee compensation for FY '02-'03 — despite the most serious revenue shortfall in 20 years.

The first round of P4P award payouts in July is expected to be smaller than in future years because of the need to pro-rate awards during the first year, as the new system is implemented. Bear in mind, however, that many state employees who were at range-maximum under the old anniversary system will now be eligible for and will receive per-formance-pay awards after years of no such raises.

Health Insurance: Increase in the State's Contribution to Employees' Premiums

As you probably know, the dollar amount that state employees received for their health insurance benefits — the so-called state "contribution" to employees' premiums — has long been fixed by statute. Unless the Legislature acts to increase this contribution, the dollar amount is not adjusted due to rising insurance costs, inflation and other factors. And the unfortunate fact is that unlike the salary survey, state employees' premium

contributions have only been increased by law about three times in the past two decades.

Colorado state employees are bearing a greater and greater cost of their health insurance with each passing year. Comparable large employers in both the public and private sector pay, on average, approximately 70 percent of the cost of their employees' health insurance.

Yet unlike these employers, Colorado's contribution has not kept pace with price increases over the past 20 years. As a result, Colorado state employees are now paying an average of 55 percent of the cost of their own insurance benefits, with the State picking up only about 45 percent of the tab.



The State Senate discussing the state budget (the Long Bill) during the 2002 Legislative Session.

In response, Governor Owens and I this year proposed an eight percent increase in the State's contribution — the biggest single increase in Colorado history. The Joint Budget Committee rejected our request, but they did approve HB 1468 which makes permanent last year's four percent increase in the State's contribution to the premium, continuing the increased monies

appropriated during last fall's legislative Special Session (SB-22). In other words, there is not a net gain in the State's contribution to the contribution level, but the increased "one time" Special Session appropriation will continue for 2003.

The passage of HB 1468 is an important step forward for at least two reasons.

First, the HB 1468 funds will now be spent equally on all state employees, including but not limited to those living in Pueblo. Under my September 2001 policy as DPA executive director, all state employees will be subject to the same blended insurance rates regardless where they live in Colorado: We will not leave any group of state employees behind.

Second, HB 1468 allows the JBC to increase the contribution amount in future years through general appropriations (the "Long Bill"). This should help make it easier to get increases to the State's contribution in future years because the General Assembly will no longer need explicit legislation to fund an increase.

Other Legislative Developments

Separately, DPA received expanded authority from the Legislature to engage in pilot programs designed to help reduce the rate of projected insurance rate
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increases. This will help the Department as we reduce the number of insurance carriers for 2003 — leveraging our purchasing power — and as we consider returning to self-financing our insurance program in order to provide potentially cost-saving and more innovative insurance options such as Defined Contribution (DC) plans.

DPA did experience one disappointing setback on the very last night of the Legislative session: A program we had proposed to help provide a more affordable insurance option for lower- and moderate-income state employees was unexpectedly defeated on the floor of the House, despite broad bi-partisan support. This program, which we developed in conjunction with the Governor's Office and the Department of Health Care Policy & Financing (HCPF) under the leadership of Karen Reinertson, would have enabled DPA to use part of the Colorado Access (i.e., Medicaid provider) network to provide a more affordable alternative to eligible state employees.

Despite this legislative defeat, we are now working with HCPF, the JBC and others to explore whether DPA's existing authority might allow us to develop a Colorado Access insurance option on a pilot-program basis. The need is undeniable: According to a May 22 front-page article in *The Denver Post*, the lack of health insurance in America leads to delayed diagnoses, life-threatening complications and ultimately 18,000 premature deaths each year, according to researchers commissioned by the National Academy of Sciences.

In Colorado's own state workforce, I am personally aware of several cases where state employees say they have either dropped their insurance coverage or quit the workforce entirely in order to go on public assistance and become Medicaid-eligible. This includes at least three employees in DPA — all three single mothers — who tell us they could not afford to buy any of the State's insurance plans and still make ends meet. Instead, they reportedly went on public assistance so they could have Medicaid coverage.

The problem is apparently exacerbated because federal law prohibits state employees from receiving any health benefits under the CHiP program. While it is difficult to verify these cases based on the data the State collects, the need is unmistakable. And according to a survey released May 24th by Aon Consulting, as released by the Knight-Ridder News Service, employees throughout the United States now rank medical insurance coverage as their single most important employee benefit. In other words, the era of viewing insurance coverage as a "fringe" benefit is over. DPA will continue to advocate for all our colleagues in need, as well as for all State employees seeking more affordable insurance coverage.

Colorado State Employee Assistance Program

For the first time in 22 years, DPA was successful in

convincing the General Assembly to grant express statutory authority to the Colorado State Employee Assistance Program (C-SEAP). The passage of HB-1226 allows C-SEAP to continue; the JBC had earlier indicated that the program would be discontinued unless specifically enacted into law. It is an important step toward protecting a valuable benefit open to all state employees and managers for ensuring a safe and drug-free workplace, as well as a more productive working environment throughout state employment.

Conclusion

Perhaps the most important lesson of the 2002 session is that state employee participation in the legislative process makes a real and positive difference. For instance, DPA hosted a series of 16 "town hall" meetings for State employees throughout Colorado, attended by legislators from both parties. In reviewing this year's unexpectedly positive developments for state employees, legislators have frequently identified these town-hall meetings — and the outpouring of interest from state employees themselves — as a key reason for the progress on benefits issues this session.

Looking forward, DPA will continue and intensify this approach. Earlier this month we kicked off the first of a new round of town-hall meetings, "The State of the State Workforce," at Adams State College in Alamosa. In the months ahead we will contact you about future such events and will be inviting area legislators to participate. Please look for updates via e-mail, from your HR Directors, and in Stateline. And don't forget to write or contact your State Senator and Representative on issues that matter to you.

Again, thanks for the privilege of representing you on the Governor's cabinet. And please accept the Governor's thanks, and that of everyone here at DPA, for what you do for Colorado.

Best regards,

Troy

"STATE OF THE STATE WORKFORCE" TOWN HALL MEETINGS

July 10 **Greeley**
University of Northern Colorado
Panorama Room
9 - 11 a.m.

July 24 **Denver**
Auraria Campus
North Classroom #1130
9 - 11 a.m.

July 31 **Denver**
Centennial Building
1313 Sherman Street, Rm. 220
9 - 11 a.m.

There will be additional meetings scheduled soon. Please contact **Jacque Morley** at **303-866-2393** for information.

PERFORMANCE MATTERS

“PERFORMANCE AWARD PAYOUTS”

BY MONICA CORTEZ-SANGSTER
MANAGER OF HUMAN RESOURCES

After many years of planning and delays, Performance Based Pay will finally become a reality this summer. DPA completed its first performance cycle on March 31, 2002 and the first performance award payouts will take effect July 1 despite the tight budgetary environment.

Thanks to the hard work and commitment of everyone in DPA, the Human Resources Unit received all 543 evaluations from the Department for 100% compliance. Overall, 47% of DPA employees are meeting expectations, 41% are consistently exceeding expectations, and 10% are consistently achieving exceptional performance.

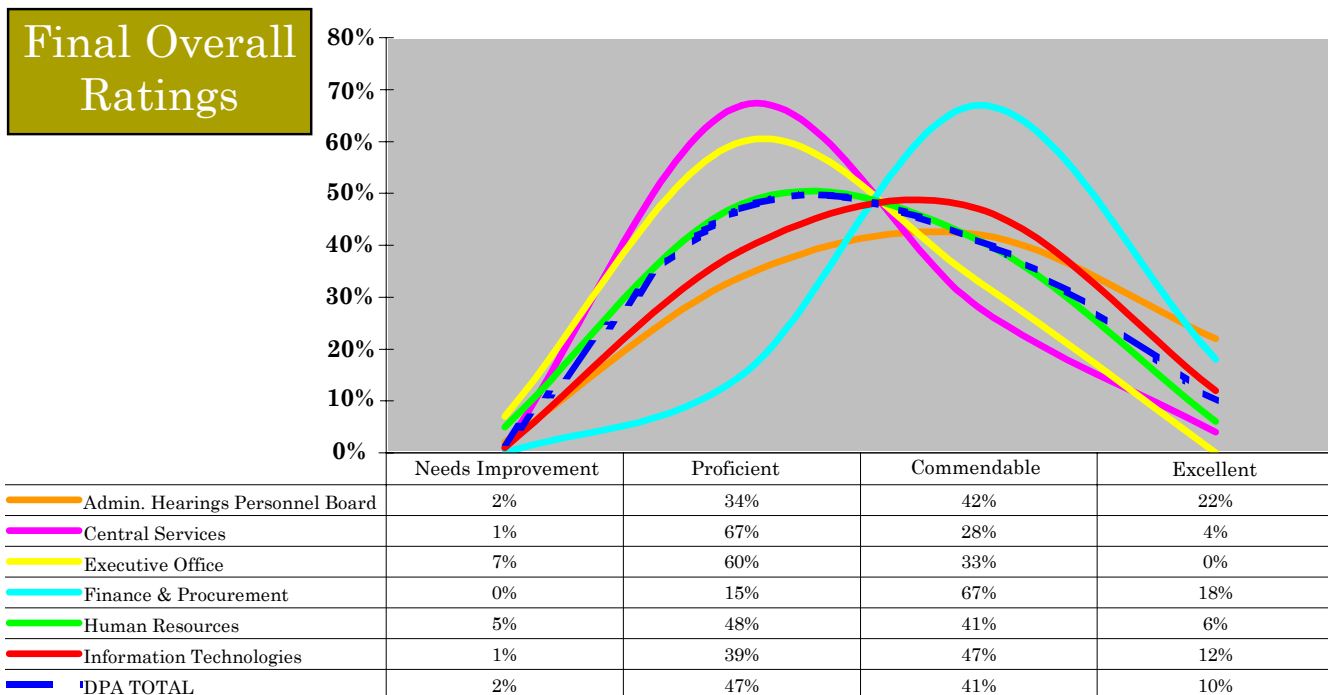
Unfortunately, due to the State's budget shortfall, the statewide funding “pot” for performance pay was reduced by 39%. Because the system requires departments to fund performance awards to the lowest common denominator to ensure uniformity within a department regardless of source of funds (cash fund or general fund), awards for DPA this year will be small. However, on the positive side, we finally have a full performance pay system and many state employees who for years were not eligible for an increase under the old anniversary system will now be eligible for pay awards.

Over the next month, the DPA budget team will determine the award percentages for each performance

level based on the department's performance pay pot and the distribution of ratings. Once the percentages have been determined, all employees will receive a letter detailing their award eligibility. Only those employees with a rating of proficient or higher will receive performance award.

Upon this determination, performance award eligible employees will see their award starting with their July paycheck. It is important to understand that only for the first year, a process called “annualization” will be followed where the performance award is adjusted based on employees' last anniversary month and then spread over 12 months. Awards for employees who received an anniversary increase this fiscal year ('01-'02) *must be annualized* through the month of June. Awards for other employees, who are eligible for a performance award, (those in five-year range, range maximum, and new employees) will also be annualized based on their anniversary/hire month through June. (See “Annualization Q&A” on page 5)

With what we have learned over the past nine months, there are still a few minor changes that need to be made to the program. It has been and will continue to be a learning process for us all. Watch for more “*Performance Matters*” articles in future editions of the *Dispatch*.



Annualization Q & A

What does annualization mean?

Annualization is a budgetary term that refers to the yearly value of a pot of money that is only paid out during a portion of the year. For instance, when the state gave anniversary increases, an employee slated to receive a \$2,400 base increase on January 1 would actually get six twelfths or $\frac{1}{2}$ of that award or \$1,200 dollars during that fiscal year. Thus, the annualized amount of that anniversary increase is \$1,200 for the fiscal year budget.

Why are performance pay awards annualized?

Annualization achieves two statutory requirements of the performance pay system:

To bring all employees to a common anniversary date - July 1 (the beginning date of the state's fiscal year)
To ensure cost-neutrality for the pot of money assigned for performance awards.

How does annualization work with performance pay awards?

An employee with a former anniversary date of January 1 who received an anniversary increase in FY '01-'02 is slated to get a \$2400 performance award. Beginning on July 1, 2002, and **ONLY FOR THIS FIRST YEAR AS ALL EMPLOYEES MOVE TO A COMMON ANNIVERSARY DATE**, that employee will get $\frac{1}{2}$ of the total award annualized or an additional \$100 per month, or \$1,200 total just as under the anniversary system.

Does this mean that some employees will get the same award but different payouts?

Yes. But the following example illustrates how four employees with different anniversary dates are fairly compensated by annualization.

During FY '01-'02, Employee A did not receive an anniversary award and therefore will not have her award annualized. Employee B received an anniversary award on October 1, 2001. Employee C received an anniversary award on January 1, 2002. And Employee D received an anniversary award on March 1, 2002.

All four employees are making \$48,000 on June 31, 2002 and will get a 5% performance award that amounts to \$2,400. Employee A will get the full award which amounts to \$2,400 annualized or an additional \$200 a month beginning July 1, 2002. Employee B will get $\frac{3}{4}$ of the award which amounts to \$1,800 annualized or \$150 a month beginning July 1, 2002. Employee C will get $\frac{1}{2}$ of the award which amounts to \$1,200 annualized or \$100 a month beginning July 1, 2002. Employee D will get $\frac{1}{3}$ of the award which amounts to \$600 annualized or \$50 a month beginning July 1, 2002.

Could these requirements be achieved in a different way?

Yes. However, the performance pay system Executive Oversight Committee carefully considered numerous ways to achieve these requirements. They chose annualization because it not only achieves these requirements, but it also provides the Joint Budget Committee the added confidence that the award pot will definitely be cost neutral.

Are all performance awards annualized?

Awards for employees who received an anniversary increase this fiscal year ('01-'02) **must be** annualized. Awards for other employees (those in five-year range or range maximum, and new employees) **may be** annualized, and are decided by each department's performance pay program.

STATE CONTROLLER WINS ACCOUNTING AWARD

Congratulations to State Controller Art Barnhart, for receiving the Government Financial Officers Association of the United States and Canada (GFOA) Certificate of Achievement Award for Excellence in Financial Reporting. The award recognizes Barnhart's work with the state Comprehensive Annual Financial Report (CAFR.)

"It's truly an honor to receive this prestigious award," says Barnhart. "I am honored that the GFOA recognizes the high quality of work this office performs on a daily basis."

The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting. The CAFR was judged by an impartial panel to demonstrate a "spirit of full disclosure" to clearly communicate its financial story and motivate potential users and user groups to read the report.

The GFOA is a nonprofit professional association serving approximately 14,000 government finance professional with offices in Chicago, Illinois, and Washington, DC.



Art Barnhart

DHR SWEEPS NATIONAL AWARDS

BY JEFF WOODHOUSE
DIRECTOR OF COMMUNICATIONS
& LEGISLATIVE AFFAIRS



*Jeff and Troy preparing
for the STAR Awards*

Congratulations to Jeff Schutt, Director of DPA's Human Resources Division, on winning the 2002 Eugene H. Rooney, Jr. National Leadership Award. The award, given by the National Association of State Personnel Executives (NASPE), is the nation's highest honor for innovative leadership in state human resources.

"I was completely caught off guard with this award and feel truly honored to have even been considered a nominee," says Schutt. "The credit for the award really goes to the people whom I have had the honor to work with over the past years. Having co-workers and

colleagues so dedicated to constantly improving the system and always willing to tackle the difficult issues makes my job very gratifying. This award is all about them."

The award honors NASPE pioneer Gene Rooney who was a renowned leader in encouraging professional excellence in state employment. NASPE will honor Jeff, the first Coloradoan ever to receive this prestigious award, at its annual national conference in Indianapolis this August.

NASPE also honored the Repetitive Motion Injury team with awarded the State Human Resource Management Program of the Year Award. This DHR program is designed to avoid repetitive motion injuries within the state workforce. Team members include: Tom Bell, Brenda Hardwick, Phil Savage, and John Cook.

The individual and program awards are the only ones NASPE presents. For Colorado to have received both of them in the same year is a remarkable accomplishment.



*Charlie was pleasantly surprised when he was sent to
Troy's office to "pick something up."*

JUNE EMPLOYEE OF THE MONTH CHARLIE MARQUEZ

Charlie Marquez of Central Services is a COFRS and accounting specialist who volunteered to assist the Order Entry and Billing section at the Division of Information Technologies (DoIT) to research, negotiate, and clear some 500 credit memos that had accumulated. Charlie enthusiastically dove into the work and began to achieve positive results almost immediately. The task was burdensome and complex, but over several weeks Charlie found time in his own very full schedule to drive the project to a complete and successful conclusion. Guy Mellor noted that "We could not have done it without you. It took us almost 5 months to get nowhere and you did it in less than a month."

Charlie will do other things that help make everyone else's job easier. For instance, when another unit was moving, he offered to input their invoices into COFRS for

them to process the payments until they were set up. When new governmental accounting standards went into effect, Charlie put together a listing of the revenue source codes that his co-workers would need, so that the change from the old codes to the new codes would be faster, easier, and more accurate.

Charlie's positive attitude, professional skills and unselfish contributions serve as an example of how teamwork within the Department can contribute to greater success.

WHO IS THAT ?

Finally, Denise Martinez was able to determine that it was Todd Olson in the baby picture at the bottom left. Don't despair, you have another chance to win a prize by guessing who is that cute little girl at the bottom right.

Tell us who this charming little girl is and win a prize. E-mail Julie Postlethwait at julie.postlethwait@state.co.us with your guess.



FASTER THAN A SPEEDING BULL

BY MIKE WALLACE

(Mike Wallace of the State Purchasing Office spends his weekends serving as a sergeant for the Fairplay Police Department. This is his report of a recent adventure.)

DATE — Saturday, May 4, 2002

PLACE — South of Fairplay, Colorado

0910 hrs: Dispatched 10 miles South of town for report of livestock on the highway.

0920 hrs: Arrived on scene; took picture:



0940 hrs: Tried to persuade bull to re-enter pasture. Bull not listening. Gets tangled up in barbed wire.

0941 hrs: Marshal Williams shows up to help. Offers to take picture. Since bull is tangled in barbed wire, I foolishly agree.

0942 hrs: Marshal tries to make me get closer. I refuse. He calls me names. I comment on his parentage and tell him to take the picture:



0942.5 hrs: Bull, startled by flash, frees himself from barbed wire, and looks for target to vent frustration.

0942.75 hrs: Bull sees me and Marshal Williams. Commences foot pursuit.

0943 hrs: I start running. Remember something from Discovery Channel regarding the practice of swerving back and forth when being pursued by bull is supposed to work. I try it.

0943.5 hrs: Realize that I was watching the Crocodile Hunter when I found out this rule, and have confused crocodiles and bulls. Immediately stop tactic and just run like heck.

0944 hrs: New tactic: Just outrun the Marshal. The bull will stop to play with him.

0945 hrs: Marshal realizes my tactic. Starts his own push to outrun me.

0946 hrs: Bull continues chase.

0948 hrs: Passerby on highway calls Dispatch: "Your officers are being chased down the highway by a bull. Send help."

0949 hrs: Dispatch tries to call me.

0949.5 hrs: I answer Dispatch. They don't understand me. Start calling other cars.

0950 hrs: Me and the Marshal make it to a culvert/drainage ditch. Jump across. Bull stops chase.

0951 hrs: I call Dispatch, let them know we are OK. Me and the Marshal lay down, about to pass out from the running.

0952 hrs: Bull retreats back down to hole in fence, victorious.

0954 hrs: We start walking back to the bull, discussing if a 45-caliber round would stop it.

1000 hrs: We arrive back at bull. Have the bright idea to use cars to corral it.

1020 hrs: Bull, tired of the cars and the horns, jumps over fence and retreats to the pasture.



1021 hrs: Call done, we retreat to Fairplay. I seriously contemplate career as a fireman.

PERSONNEL CHANGES

New Employees:

Guy Mellor (DoIT)

Promotions:

Audrey Aultman (Accountant III) (DCS)

Renee Covard (Admin Assistant II) (DCS)

Gary Yeager (LTC Operations I) (DCS)

Stan Miller (Pipe/Mech Trades III) (DCS)

Gregory Mechem (Technician IV) (DCS)

Martin Stuber (Admin Law Judge II) (DOAH)

Beth Lipscomb (General Professional VI) (DOAH)

Aura Vaculin (Computer Operator II) (DoIT)

Karen Fassler (General Professional VII) (DHR)

Vinita Biddle (General Professional III) (DHR)

LETTERS OF APPRECIATION

Dear Governor Owens:

We are writing today to express our sincere appreciation for your invaluable assistance provided to the Hispanic Chamber of Commerce. We feel your office has been responsive and helpful to both the DHCC and the community.

In particular, we would like to recognize Mr. Troy Eid. Mr. Eid met with the Economic Development Committee of the Board of Directors of the DHCC in March. Our purpose in meeting with Mr. Eid was to explore ideas on how to work together and determine the progress of our members to learn about contracting opportunities in State purchasing. Mr. Eid was completely receptive and committed to working with us through any possible means.

Since that time, Mr. Eid has given us the opportunity to promote our members and their services to almost 300 of the State's purchasing and construction personnel. Our presentations have been well received and we have been overwhelmed by the positive response. We have begun what we believe to be a mutually beneficial and very productive relationship with State Purchasing which will help us assure that all our members' businesses are informed of the opportunities available to them. We also believe we can assist the State by being a resource for businesses who offer the goods and services they need to purchase, even in rural or remote areas.

This relationship is unprecedented in recent memory and we are very hopeful of the potential it creates. We are truly appreciative of Mr. Eid's commitment and assistance. In just over 60 days he has formed the foundation of a relationship that would have otherwise taken months to create.

Mr. Eid has been working closely with the DHCC Economic Development Committee headed by Diedra Garcia of DRG Construction, and whose members include Monica Pleiman of Optimum Management Systems, Inc.; Luis Colon of Source One Management, Inc.; Jeri Atkins of Vectra Bank and Sharon Vigil our President. Mr. Eid and the rest of your business and economic development team will find Diedra and her committee to be responsive and eager to forge partnerships with state agencies.

We look forward to working with Troy from this point forward. Please call if you have any questions.

Sincerely,

Sal Gomez
Chairman of the Board
Denver Hispanic Chamber of Commerce

Jeffrey C. Schutt
Director
Div. of Human Services
Dept. of Personnel & Administration
1313 Sherman St., Rm. 122
Denver, CO 80203

Dear Jeffrey:

CONGRATULATIONS! You were selected to receive the 2002 Eugene H. Rooney, Jr. Award *Leadership in State Human Resources Management* and will be formally recognized during NASPE's annual meeting in Indianapolis, Indiana.

The winning program is Colorado's *Repetitive Motion Injury Cost Reduction Program* and Kansas' *Workforce Planning Program* received the Award of Merit. The leadership and program submissions exemplified the true spirit of the Eugene H. Rooney, Jr. Awards Program by demonstrating creativity, productivity, service delivery, character and influence. Submissions can be viewed on NASPE's Web site www.naspe.net.

The award winners will be presented with plaques during the awards banquet Tuesday evening, August 19. As the award winner, one conference registration will be provided compliments of NASPE.

Congratulations on your outstanding achievement.

Sincerely,

Dave Wills (ME), Chairman
NASPE Rooney Awards Committee

KUDOS CORNER

David McDermott of the State Controllers Office received kudos for showing leadership and initiative beyond what would normally be expected. In order to prepare for an upcoming meeting with OSBP Staff, Dave did an exemplary job collecting, studying and understanding information related to the State's year-end General Fund fiscal crisis.

Yet again the Quick Copy Center received a thank you from Gertrude Dathe of Front Range Community College for handling an urgent copy request.

The Governor's STAR Awards Committee owes Barb Novak of the Design Center and Gil Lopez of Quick Copy buckets of gratitude for getting the programs designed and copies on a very short deadline.

"LIGHTS" IN THE TWILIGHT

BY PAUL FARLEY

The rescue ship was bearing down on the men struggling in the water. Suddenly, Lightoller remembered his old *Titanic* officer's whistle, which he kept in his shirt pocket. Fumbling to get it out, he blew as hard as he could, and at the last instant it was heard and the ship heeled over, brushing the men as it turned. They had avoided being killed by the narrowest of margins.

His next command was a destroyer group, led by the HMS *Garry*. In July 1918, they were escorting a convoy in the North Sea when they spotted a periscope. It was a German U-boat preparing to attack, and "Lights" ordered battle stations as they sped towards it. The submarine dove, but not fast enough to escape the four depth charges that exploded around it, cracking its hull plates. It had to surface, where the destroyer turned and shelled it before ramming it at full speed. The U-boat quickly sank, but the collision had split the *Garry's* bow wide open.

While the crew worked to reinforce the leaking bulkheads, Lightoller decided to steam in reverse to reduce the strain. By the time they returned the 100 miles to port, the *Garry* was so far down at the bow that the rudder was almost completely out of the water.

When the war ended in 1918, Lightoller left the Royal Navy as a decorated full Commander. Although he returned to the White Star Line for a short time, the company made it clear that they were not interested in former *Titanic* officers. So he retired and in 1929 the Lightollers purchased the *Sundowner*, a 60-foot motor yacht they used for family trips around England. But "Lights" would have one last great sea adventure.

In May 1940, the German armies had swept through the Netherlands, Belgium, and Luxembourg in two weeks, and were driving into northern France. Allied resistance had disintegrated and the British army was pinned into a tiny pocket near the port of Dunkirk on the French-Belgian border. On May 31, a naval officer told Lightoller that they were going to take every available boat, including his for a massive rescue effort. The 66-year-old Lightoller refused, saying that nobody would take the *Sundowner* to Dunkirk but him and his son. The next morning he sailed across the English Channel with his 36-year-old son Roger at the helm.

The Royal Air Force was horribly overmatched, leaving the Luftwaffe largely in control of the skies. As they approached the French coast, two dive-bombers spied the small boat and dropped down to attack. Lightoller

watched the first one intently as it began its run, and told Roger to stand by. Just as he thought the plane was about to drop its bomb, he yelled, "hard a-port!" Roger wheeled the helm over to the left as the bomb exploded with a terrific blast just a few feet away, nearly lifting the boat out of the water. The second plane now made its run, and at the last instant, Lightoller yelled "hard a-starboard!" The boat turned sharply to the right, nearly capsizing from the explosion, but both bombs had missed. A couple of the boat's seams had separated as a result of the concussions, but the pumps seemed to be keeping up with the leaks.



When they got to Dunkirk harbor they saw that it was littered with dozens of sunken or burning ships, and worse – bodies floating in the water. Lightoller made his way alongside a destroyer at the dock, and took on as many soldiers as he could before turning back towards Dover. During the six-hour return crossing the leaking, heavily overloaded boat was repeatedly bombed and strafed by German aircraft. Throughout it all, Lightoller stood unprotected on the foredeck and

shouted orders both to his son and – again – to the men, to lean one way or the other to help stabilize the boat.

The *Sundowner*, which had never carried more than 21 people before, arrived safely in Dover without suffering even a single bullet hole. An official met them and counted off 53 soldiers before beginning to move on to the next boat; Lightoller stopped him as another 74 men came up from below. In eleven days, over 338,000 men were evacuated safely in one of the greatest rescues of all time. And, true to form, "Lights" had been in the thick of it, done his duty, and lived to tell about it.

He continued serving through the remainder of the war, moving small craft from port to port along the British coast for the Royal Navy. In later years, Lightoller battled heart disease and bronchitis, and his remarkable life ended quietly at home in 1952, at the age of 78.

This and That:

- If you are interested in learning more about Lightoller and the *Titanic*, in addition to Patrick Stenson's book I would strongly recommend the famous 1955 book *A Night to Remember* by Walter Lord, and the classic 1957 film of the same name, rather than the 1997 soap-opera-at-sea that received so much attention.
- I'm taking a bit of vacation later this month, so we'll have a guest columnist in this space for the July issue – Chief Judge Marshall Snider of DOAH. He promises me it will be the most incredible story you've ever heard, as only he can tell it.